

**Edward Byrne Memorial  
Justice Assistance Grant Application  
Fiscal Year 2012**



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## **EXECUTIVE SUMMARY**

As the State Administrative Agency for the State of Indiana, the Indiana Criminal Justice Institute (ICJI) is dedicated to the reduction of drug and violent crime in Indiana. In order to reach that goal, ICJI seeks to identify those criminal justice programs in Indiana that effectively and efficiently address state and local criminal justice issues and then award funds to outstanding programs that have shown success through performance measurement and other documentation. ICJI understands the importance of collection and analysis of sound and relevant criminal justice data. Therefore, state funding priorities must be directed at successful programs and those utilizing proven best practices in the criminal justice community.

Indiana, like many other Midwestern states, has witnessed a dramatic increase in drug crimes, especially those associated with methamphetamine, over the past several years. Indiana has focused resources on the quantities of trafficked illegal drugs being imported by international Drug Trafficking Organizations (DTOs) through interstate highway systems and has continued to support multi-jurisdictional drug task forces, interdiction teams, drug court programs, and other prosecutorial programs to assist local jurisdictions with prevention, treatment, and enforcement efforts. In 2011, Indiana reached yet another record number of seized clandestine methamphetamine labs. State and local police departments are spending numerous man-hours to investigate crimes involving methamphetamine production laboratories. Indiana is also attempting to control the new challenges that stem from increased prescription drug abuse.

The Indiana Criminal Justice Institute proposes to utilize funds from the Edward Byrne Memorial Justice Assistance Grant (JAG) program for programs which fall within the Bureau of Justice Assistance (BJA) purpose areas and address the most pressing needs of Indiana communities while maintaining focus on some state-wide impact. Effective and efficient programs within the purview of law enforcement, prevention and education, drug treatment, prosecution, indigent defense, technology and community corrections will be

encouraged to apply for funding. Priority can be given to programs which fit within the canopy of one or more purpose areas. Examples of programs awarded funds with the Fiscal Year (FY) 2011 JAG allocation are highlighted to provide examples of programs which fit under the purpose areas for the FY 2012 grant.

The Indiana Criminal Justice Institute is committed to funding evidence based programs at both the state and local levels. Previous JAG grants have funded important contracts for projects that will assist ICJI in grant allocation for the next fiscal year through the use of a best-practices report with recommendations for both promising and sustainable programs. This project will lay the foundation for stronger evidence based programs and decision making as well as well-guided statewide strategic planning.

Examples have been identified for performance measures for subgrantees, based on the purpose of their program. While the measures could vary based upon specific programs funded with JAG, the overall theme of accountability and performance will remain the same across projects.

A detailed implementation plan has been outlined for the allocation of FY 2012 JAG funding cycle. Key dates will include the solicitation deadline of July 27, 2012 and the target date for award notification to grantees by September 25, 2012 and distribution of funds can start January 1, 2013. The plan consists of an implementation task, person(s) responsible for each task, and a timeline. In addition, the plan will address subgrantee reporting requirements, performance measures, and grant trainings. ICJI is confident this plan will not only aid in the future of the JAG program, but will assist BJA with the monitoring of these local programs.

## **NEEDS ASSESSMENT**

The needs assessment is organized by the six purpose areas chosen by ICJI and will be used to guide the decisions the specific priority areas in the state solicitation. Examples of projects and programs funded with previous JAG grants are included within each highlighted purpose area in this section. ICJI plans to follow BJA's recommendation for evidence-based programming and will require applicants to verify and substantiate the evidence-based practices within their programs.

### **LAW ENFORCEMENT PROGRAMS**

Working closely with the Governor's Office and the ICJI Board of Trustees, ICJI has determined the areas of greatest need and gaps in services in the criminal justice community. ICJI understands the need for continued support of multi-jurisdictional drug task forces and other evidence-based law enforcement programs in order to continue to reduce the number of clandestine methamphetamine labs across the state of Indiana and provide needed coordination and investigation of other serious drug and violent crimes which victimize local communities.

#### ***Multi-Jurisdictional Drug Task Forces***

The Drug & Crime Control Division funded 15 multi-jurisdictional drug task forces in 2011. ICJI defines a multi-jurisdictional drug task force as a law enforcement program that integrates a minimum of three agencies in at least two Indiana counties, or the integration of at least two county drug task forces and shows collaboration with state and federal law enforcement agencies for the purpose of enhancing interagency coordination and intelligence and facilitating multi-jurisdictional drug investigations. ICJI requires all funded task forces to show, in their grant proposal, a comprehensive drug control strategy that includes: undercover investigation, direction and control of confidential informants, drug interdiction efforts, and prosecutorial support. ICJI also requires task forces to submit policies and procedures concerning asset forfeiture and program income.

The need to continue funding multi-jurisdictional drug task forces is imperative to our mission and is evident through performance measures reported to ICJI, as well as, through national data provided to ICJI. According to the 2011 National Drug Threat Assessment, transnational criminal organizations and Mexican DTOs continue to represent the greatest organized crime and gang threat to domestic trafficking in the United States. They control drug distribution in most U.S. cities and are gaining strength in markets that they do not yet control. The assessment also indicates that across the country individuals and criminal groups are making numerous small-quantity pseudoephedrine (PSE) and ephedrine product purchases from multiple retail outlets, a diversion method known as "smurfing."

Indiana communities are currently facing both of these situations. There is evidence that Mexican DTOs are trafficking drugs across Indiana and that many local communities are facing smurfing groups that organize to circumvent state law sales restrictions on PSE products. Indiana drug task forces are an integral part of reducing drug crime and the importation and distribution of illicit drugs. The table below includes some of the performance measures reported by multi-jurisdictional drug task forces across the state.

<b>2011 JAG Multi-Jurisdictional Drug Task Force Performance Measure Data</b>	
• Number of Task Forces	15
• Number of Arrests Made	5,283
• Amount of Meth Seized (Grams)	1,827,108
• Prosecutions from Task Force Efforts	4,379

Note: \* For felony or misdemeanor cases accepted for prosecution.

In addition to drug task force operations and meth suppression, ICJI plans to fund other evidenced-based law enforcement programs at the state and local levels. ICJI is finding an increase in the number of state and local law enforcement agencies interested in partnering with other government organizations in an effort to implement problem

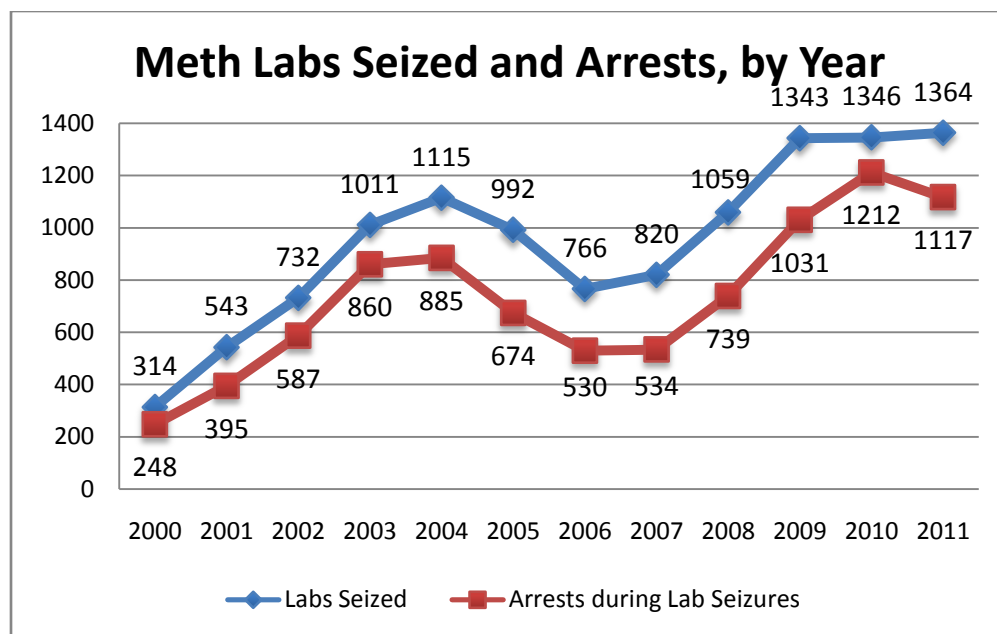
oriented policing and other data driven and intelligence-led policing strategies in their communities.

During 2010, ICJI sub-granted funds to the Pro-Active Criminal Enforcement Team (PACE) whose interdiction efforts covered the I-70 corridor between Indianapolis, IN and Cincinnati, OH. Their efforts to ascertain fugitives, felons and to remove large quantities of illegal drugs from reaching the large cities have received wide recognition and praise from state, federal and local law enforcement as well as the major cities and local communities along their interdiction route. Along with the seizure of illegal drugs, PACE has seized more than \$1,000,000 in moneys which has helped them to become self sufficient for the past 14 months. The PACE Team continues its efforts each day and improves their interdiction strategies through practice and through training.

### ***Methamphetamine***

Methamphetamine production continues to jeopardize the safety of citizens and drain law enforcement resources. For Indiana, as is the same for most other states, the domestic production of methamphetamine through clandestine laboratories has traditionally been more predominate in small, rural communities, however, over the past two years these labs have moved into urban areas due to the new one-pot method of cooking methamphetamine. This has placed an economic hardship on both governmental and non-governmental public safety and public health resources available to local communities. County governments and their taxpayers have also been paying for the cleanup and remediation of meth labs. The counties are experiencing jail overcrowding issues with offenders who commit crimes while under the influence of meth and to support their meth addiction. The effect of increased incarceration can be seen in the community where growing numbers of children are in out-of-home placement because of parental addiction.

In 2004, Indiana had the highest number of meth labs seized with 1,115. This number fell drastically to 766 by 2006, and during 2011 yet another record was made with the seizure of 1,346 meth labs in Indiana. Below is a table of clandestine laboratories seized and arrests made by the Indiana State Police from 2000 to 2011.



Data reported by Indiana State Police

Indiana has taken an aggressive approach to deal with clandestine methamphetamine laboratories and their impact on the state's citizens and resources. In the continued effort to stem the flow of domestically produced methamphetamine, Indiana has adopted state statutes addressing the retail sale of over-the-counter (OTC) products that contain ephedrine and PSE, as well as increasing the awareness and monitoring of numerous precursor products that are used in the manufacturing of methamphetamine. The statutes address the issues of product display and security and places restrictions on the amount of such products as related to the amount of a single purchase and the amount over time. Those purchasing products that contain ephedrine or PSE are required to complete a paper log with various pieces of information; including name, address, personal identification number, type and amount of product purchased and their signature.

### ***Prescription Drugs***

Indiana has experienced a steady increase in the abuse of prescription drugs, especially among young adults age 18-25. This phenomenon has been documented by law enforcement, treatment facilities, health care providers, and educational institutions across the state of Indiana and it continues to be a problem in many local communities.

According to the State Epidemiological Outcomes Workgroup (SEOW) report for 2009, in Indiana, significant differences in reported prescription drug abuse were seen by gender, race and age group. Women reported higher rates of use across all prescription drug categories and whites had the highest while blacks had the lowest rates across all prescription drug categories. Pharmaceuticals are diverted, distributed, and abused in Indiana and the threat posed by diverted pharmaceuticals is increasing. Commonly abused diverted pharmaceuticals include OxyContin, Valium, Vicodin, and Xanax. According to 2008 National Survey on Drug Use and Health results, young people between the ages of 18 and 25 have the highest rate of prescription pain medication abuse.

Pharmaceuticals are often acquired by abusers and distributors through forged or stolen prescriptions, “doctor shopping” (individuals who may or may not have a legitimate ailment visit numerous physicians to obtain drugs in excess of what should be legitimately prescribed), theft from pharmacies and nursing homes, and illegal online pharmacies.

### ***Law Enforcement Training***

In 2010, ICJI, with the help of the 2009 American Reinvestment and Recovery Act (ARRA) funding, supported the Indiana Drug Enforcement Association to conduct a law enforcement training workshops throughout the state. A series of these workshops focused on the education of law enforcement officers on trends in trafficking, trading and seizing illegal drugs. Additional workshops covered important changes in the state and federal legislation regarding illegal substances and strategies for collaboration between law enforcement, prosecutors, and other local government officials. Officers who attend the training receive continuing education credits. Feedback from the project was so positive that ICJI continued to support the efforts utilizing the FY 2011 JAG funds.

In 2011, ICJI also supported the Indiana State Police-Meth Suppression Section to conduct a law enforcement training workshops throughout the state. A series of these workshops focused on the education of law enforcement officers about cooking methods, as well as the increasingly used, one-pot method. Workshops also informed officers and law enforcement agencies about the Indiana Methamphetamine Intelligence System, the



electronic PSE tracking log which was implemented statewide July 1, 2010. ICJI and ISP can partner on future trainings to ensure that law enforcement officers across the state receive this valuable training.

### ***Uniform Crime Report Data***

<b>Indiana Part One Crimes, Reported to Uniform Crime Reports, by Year</b>											
		<b>Violent Crimes</b>					<b>Property Crime</b>				
Year	Part I Total	Murder and Non-Negligent Homicide	Forcible Rape	Robbery	Aggravated Assault	Total	Burglary	Larceny/Theft	Motor Vehicle Theft	Arson	Total
2006	46,243	336	332	2,133	9,973	12,777	5,650	25,173	2,341	299	33,465
2007	44,507	274	328	2,205	6,315	9,127	5,272	26,981	2,391	281	34,931
2008	47,808	307	313	2,199	7,122	9,948	5,717	29,612	2,208	249	37,859
2009	37,307	310	1,640	7,352	12,102		48,910	137,137	13,879	184	29,597

\*Indiana's 2010 data not yet available.

### **PROSECUTION AND COURT PROGRAMS**

The Indiana Criminal Justice Institute also recognizes a need to continue support of drug prosecution programs and reentry court programs that provide evidence-based programming. Currently, the Drug & Crime Control Division funds three reentry court programs and four drug prosecutor programs.

In 2006, the Indiana General Assembly adopted reentry court legislation under IC 33-23-14, which awarded the Indiana Judicial Center (IJC) oversight and support of reentry courts established under the statute. Reentry courts provide offenders released from the Indiana DOC access to comprehensive, wrap-around services for a minimum of one year to promote their successful reintegration into the community. Like the drug court statute, the reentry court statute permits the Judicial Conference Board of Directors to adopt rules for reentry courts and requires reentry courts established under the chapter to be certified by IJC. Reentry court rules were adopted and became effective January 2009. Since then, IJC has begun certification reviews of reentry courts.

## DRUG TREATMENT AND ENFORCEMENT PROGRAMS

The first drug courts in Indiana began in 1996. In 2002, the Indiana General Assembly enacted drug court legislation under IC 12-23-14.5. Adult and juvenile drug courts that seek to operate under this chapter are required to submit to certification procedures overseen by IJC. In the spring of 2003, the Judicial Conference of Indiana adopted drug court rules, which provide a framework for certification of drug courts operating under the statute. In addition to certification, IJC provides training, technical assistance, and support to existing drug courts and those in the planning stages.<sup>1</sup>

In 2006-2007, NPC Research contracted with IJC and performed process, outcome and cost studies of five adult drug courts in Indiana. The study concluded that Indiana drug courts reduce recidivism rates and save taxpayer money. Based on the number of clients served to date, the outcome savings to local agencies and to the state was greater than \$7,000,000.

### *Reduce recidivism*

Graduates from the programs had substantially lower re-arrest rates. Each of the courts had similar graduation (completion) rates of 50 percent to 56 percent - all above the national average of 48 percent for drug court programs. Recidivism rates two years after program entry for program graduates were also substantially lower for the five courts compared to similar offenders who were eligible for drug court but did not participate. All participants (regardless of graduation status), at four out of the five drug courts, also had significantly lower re-arrest rates.

### *Save taxpayer money*

The five programs showed cost savings due to reduced recidivism for drug court participants. The average cost savings over the two year follow-up period to the local agencies and state ranged from \$314 to \$7,040 per participant. Overall, across the courts and based on the number of clients served to date, the outcome savings to local agencies and to the state of Indiana was greater than \$7,000,000. Also, there are great returns on investments in Indiana drug courts. Over time, there can be a return of up to \$5.37 for every \$1.00 invested in drug court. After investment costs are repaid (from the cost savings due to lower recidivism),

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<sup>1</sup> Drug courts established under IC 12-23-14.5 are eligible to provide the following services to drug court participants: screening for eligibility and other appropriate services; clinical assessment; education; referral; and service coordination and case management. Other key functions of a drug court include monitoring, chemical testing, and judicial interaction. A certified drug court may not provide direct treatment or rehabilitation services unless the drug court is certified by the Indiana Division of Mental Health and Addiction.

savings continue to accrue every year, resulting in a continuously growing return on taxpayer investment. In spite of the differences in demographics as well as drug court characteristics and practices, all five programs studied experienced a graduation rate above the national average, and cost-savings to local agencies and the state of Indiana. Below is data from Indiana JAG funded drug treatment and enforcement programs.

Through the use of FY 2011 funding, ICJI awarded funds to ten drug courts during 2011. During 2011, on average of 2,850 participants were receiving services from a drug court within the quarter. In 2011 alone, 222 offenders successfully completed one of Indiana's JAG funded drug court programs.

### **CORRECTIONS AND COMMUNITY CORRECTIONS PROGRAMS**

Indiana has placed a high priority on prisoner reentry particularly due to the rise in the number of adult inmates over the past several years. Reentry programming is not only a state priority, but it is a federal priority as well. According to the Indiana DOC, at the beginning of 2005, there were 24,008 adults in prison. It was projected that between 2005 and 2012; the prison population in Indiana would increase by 15 percent to 28,728 offenders. The current population is 28,726. While the majority of states have offender populations on the decline, Indiana is one of only ten states with increasing incarceration rates. ICJI will be involved in research and policies related to sentencing policy reform during FY 2012. While recidivism has been correlated with an offender's sentence length, Indiana will be primarily concerned with fiscally sound policy that considers the safety of citizens when researching and implementing changes to the antiquated policy.

Over 95 percent of the offenders currently incarcerated returning to Indiana communities. Therefore, it is imperative that corrections and community corrections initiatives can start within the facility and transition with the offender outside of the facility with programs are in place for offenders to become productive citizens and help to reduce the rate of recidivism.

The Indiana DOC operates the Family and Community Reintegration Specialist (FCRS) program. FCRS is designed to provide offenders being released to the community access to

substance abuse counselors who are specially prepared to connect offenders with community-based treatment services and to conduct group family education sessions and family-based re-entry planning. The initiative is intended to address the re-entry troubles when an offender is released to the community and their drug addiction problems, which may have contributed to their initial conviction, go ignored.

Previous JAG funding has allowed new programs to establish roots in Indiana's correctional facilities. DOC has spearheaded the effort to create a Restorative Justice model in two of Indiana's correctional facilities and continues to expand these efforts during 2012. The Restorative Justice concept has been supported through literature and quasi-experimental research initiatives. The model, at the base, involves voluntary face-to-face contact between the offender and their victim. By involving the victim in the process, the community becomes involved as well. With community involvement during an offender's time of incarceration, the offender is less likely to reoffend when released because they have developed a new appreciation for the people in their community and their community has developed a new accountability for the newly released offender.

## **PREVENTION AND EDUCATION PROGRAMS**

Indiana is committed to serving the juvenile population and focusing on the expansion of detention reform efforts with the advancement of the Juvenile Detention Alternatives Initiative (JDAI) statewide. JDAI focuses on the juvenile detention component of the juvenile justice system because youth are often unnecessarily or inappropriately detained at great expense, with long-lasting negative consequences for both public safety and youth development. JDAI promotes changes to policies, practices, and programs to: reduce reliance on secure confinement, improve public safety, reduce racial disparities and bias, save taxpayers' dollars, and stimulate overall juvenile justice reforms.

Previous year's JAG funds have allowed three counties to add a staff person to serve as the county coordinator for the JDAI efforts. Current JAG funding helps to support these efforts in four Indiana counties. While Indiana pushes the JDAI initiative across the state, future JAG funding can be well utilized by assisting with coordination at the county level which

will allow for added coordination state-wide. The concept of utilizing JAG funding for JDAI initiatives has been narrowed to only a few states. ICJI has helped to communicate this strategy to other states and local jurisdictions through conference presentations and reports.

### **PLANNING, EVALUATION, AND TECHNOLOGY IMPROVEMENT PROGRAMS**

Indiana is committed to utilizing JAG funds for technology improvement programs that have a state-wide, lasting impact on every county in Indiana. Previous JAG funds assisted with the statewide CAD/RMS and provided radios to correctional officers. These radios are compatible with DOC and Hoosier SAFE-T. The implementation of the state-wide CAD/RMS is nearing completion and ICJI has continued to assist in this effort by supporting local jurisdictions in obtaining updated CAD/RMS systems and ensuring they meet the national and state standards for process, form and information sharing.

JAG funds are also put to use by the Indiana Supreme Court's Judicial Technology and Automation Committee (JTAC) for the purpose of expanding the state's coordinated and centralized court database management system. With efforts to bring courts to the centralized system are currently underway in 41 counties, there is strong support and efforts from the local courts to also sign-in to the system. The statewide data collection will improve the collection and transmission of all court information, including the protection order and criminal disposition data among prosecutors and courts as well as state and federal law enforcement and criminal data management systems.

Funding for forensic services has been a technology priority in previous years. The reduction of the DNA backlog and other forensic initiatives has shown to alleviate pressure from overloaded agencies and provide for more prompt responses to cases and therefore more prompt action in cases using forensic services. In alignment with the BJA priority areas, priority will be given to future technology projects with state-wide impact which advance interoperable communications.

## **STRATEGIC PLANNING & EVIDENCE BASED PROGRAMMING**

The Indiana Criminal Justice Institute understands the importance of collection and analysis of sound and relevant criminal justice data and that state funding priorities must be established directed at successful programs and those utilizing proven best practices in the criminal justice community. ICJI understands it is important to move toward evidence-based programs within the criminal justice community and focus funding on programs that work and produce results. ICJI has created a detailed plan to move forward with evidence-based programming.

With a close mind on programs that will have a positive impact on the communities, ICJI has accepted BJA's requirement to undergo a statewide strategic planning effort based on the community engagement model. While efforts to complete this process were delayed in previous years, the process of creating a working statewide plan to support local plans for future JAG funding will be driven mostly by the technical assistance received by the BJA team in 2012.

### **EVIDENCE-BASED PROGRAMS**

In late 2010, ICJI contracted into a research partnership with Indiana University. Through these discussions, ICJI faculty and staff outlined several ways to improve criminal justice programming and policy development in Indiana by performing critical data collection and analytical tasks in key program areas. ICJI has comprised plan to move forward with the following research efforts:

- 1) Best practices review for the majority of ICJI's program area and funding stream
- 2) Statewide justice data records assessment

ICJI will request assistance with conducting best practices reviews and developing tools to help guide agency funding decisions and strategic investment of federal funds. The primary objective is to develop a practical, applied approach to program funding decisions and grants management strategies for primary funding streams in each ICJI division. ICJI

research staff assistance will be needed in conducting the best practice reviews. The university will work with ICJI research staff to obtain necessary program guidelines and funding information and to prioritize best practice reviews based upon upcoming grant funding periods.

The following tasks will be performed per ICJI funding stream, including the Edward Byrne Memorial Justice Assistance Grant (JAG) Program:

**1)** Review ICJI's current funding and grant making processes. This will involve a thorough review of existing funding processes and assessment of background and supporting information. The following information for each program area will be needed:

- ICJI funding priorities, including past and current grant solicitation documentation (e.g., Requests for Proposals)
- Specific funding criteria and grant application scoring materials
- Inventory of most recent sub-grantees and award amounts

**2)** Examine federal guidelines and priorities for each funding stream.

**3)** Conduct a comprehensive literature review of best practices according to priorities and program areas supported within each funding stream. In some cases, this will involve a fairly wide variety of criminal justice intervention areas. The research contractor will include elements of best practices research conducted by Dr. Elizabeth Lum (*Evidence-based Policing Matrix*, <http://gemini.gmu.edu/cebcp/Matrix.html> ) and Dr. Lawrence Sherman et al., (*What Works, What Doesn't, What's Promising*, <http://www.ncjrs.gov/works/> ) as well as others. In the area of investigation crime prevention efficacy specifically, well-established research incorporates the type of scope or target of intervention (e.g. individuals, groups, or places), level of proactivity (e.g. reactive or highly proactive) and whether the intervention is general or focused. In compiling best practices, the researchers will be guided by existing research evidence, such as Dr. Lum and Sherman's, regarding the impact of programs in the funding stream area that have been found to be most effective by consensus review in the literature.

4) Prepare final best practices reports for program funding streams. Researchers will work with ICJI staff to identify and prioritize funding streams for a total of up to 10 best practices reports. Each best practices report will include the following:

- A profile of ICJI's current funding and grant making processes;
- A matrix incorporating federal guidelines and synthesis of best practice research to prioritize funding criteria. This instrument could serve as a tool for ICJI in developing in a new score/rating system to evaluate grant applications.
- An assessment of ICJI's current funding practices and scoring mechanisms in relation to the best practices review and matrix; and,
- Recommendations for implementation of best practices in program funding, such as adjusting funding stream priorities and revising specific elements of ICJI's grant making process, for instance RFPs and grant application scoring criteria.

As of May 2012, the report is currently underway with a draft report anticipated very soon. ICJI hopes to utilize it to inform the FY 2012 sub-grant process for allocating grant funds, to identify promising program practices for the future and also to guide upcoming strategic planning initiatives.

## **STRATEGIC PLANNING PROCESS**

The Indiana Criminal Justice Institute has a ready team of stakeholders who can serve in the development of a strategic plan to better guide the allocation of JAG funds for the State of Indiana. Whether the technical assistance team with BJA can attend each strategic planning session across the state or if they conduct a train the trainer session in one location, the expertise and teaching will directly affect the creation of the strategic plans, quality of the plans and the timeliness with which the plans are completed. Through early collaboration with BJA's technical assistance team, ICJI now plans to reach-out to local partners first in order to better understand the initial interest with local planning organizations and law enforcement. The following methodology will be used to accomplish this plan:

- Invitations will be sent to ICJI Board of Trustee members to participate in survey-based early strategic planning sessions.



- The Board of Trustees will be asked to assist in identifying additional stakeholders and partners to participate in the survey;
- Following the survey, ICJI will plan locally based meetings;
- ICJI anticipates that each meeting will consist of approximately 20-30 participants;
- The assembled group will be provided a description of the mission of the Drug and Crime division of ICJI;
- The group will be asked to identify the three most pressing needs faced by criminal justice practitioners in their respective areas;
- Using a nominal group technique (NGT), the participants will list those pressing needs on presentation paper or white board;
- Participants will be given one opportunity to address the significance they attach to a particular need found among their list;
- ICJI staff will record the entire list, noting the three needs most frequently cited by the participants. These items will become the needs assessment section of the strategic plan;
- The group will then be asked to identify the three most critical issues facing their respective geographic area;
- Using NGT, all participants will be given the opportunity to have their particular critical issues listed on presentation paper or a white board;
- Participants will be given one opportunity to adjust the significance they attach to the particular issues now listed by all;
- ICJI staff will record the entire list, noting the five issues most frequently cited by the participants. These items will become the goals of the strategic plan;
- ICJI staff will take the written material and complete a draft strategic planning document inclusive of the following sections: Introduction, Mission, Needs Assessment, Goals and Objectives, Action Plans, Performance Measures, Conclusion.
- The draft plan will be submitted electronically to participants with notification that there will be a one week editing period;
- Edits will be noted and the final plan will be drafted.

Indiana's statewide JAG Strategic Plan will be available on the ICJI website for all Indiana citizens to review and as a reference to aid in the decision-making and distribution of these federal funds. A timeline for this process will be outlined once ICJI receives confirmation from BJA's technical assistance team with regard to training opportunities for staff and advisement on meeting timelines. One additional complication which caused an adjustment of the previous plan was the decision by the Department of Education which impacted the funding for the community consultants anticipated to be involved in the

process. After re-assessing the outreach and external coordination capabilities of ICJI during the 2012 summer and fall months, the strategic plan process is expected to begin in mid to late summer of 2012.

## GOALS & PERFORMANCE MEASURES

PROGRAM GOALS	PERFORMANCE MEASURES
<ul style="list-style-type: none"> <li>Provide funding to state and local jurisdictions that utilize best practice programs or models</li> </ul>	<ul style="list-style-type: none"> <li>Number of evidence-based programs funded</li> </ul>
<ul style="list-style-type: none"> <li>The aggressive investigation of individuals manufacturing, distributing and using controlled substances with an emphasis on collaborative drug interdiction efforts.</li> </ul>	<ul style="list-style-type: none"> <li>Number of Multi-Jurisdictional Drug Task Forces funded with JAG funds</li> <li>Quarterly Performance Reports-MJTF's</li> <li>Number of new cases generated</li> <li>Amount of drugs seized</li> </ul>
<ul style="list-style-type: none"> <li>The aggressive prosecution and conviction of those individuals manufacturing, distributing and using controlled substances.</li> </ul>	<ul style="list-style-type: none"> <li>Number of Drug Prosecutors funded with JAG funds</li> <li>Quarterly Performance Reports-Drug Prosecutors</li> <li>Number of charges filed</li> <li>Number of cases prosecuted</li> </ul>
<ul style="list-style-type: none"> <li>Provide the opportunity for offenders of certain low-level criminal offenses to participate in and complete in programs as alternatives to incarceration.</li> </ul>	<ul style="list-style-type: none"> <li>Number of Drug Courts funded with JAG funds</li> <li>Quarterly Performance Reports-Drug Courts</li> <li>Number successfully completing drug court programs</li> </ul>
<ul style="list-style-type: none"> <li>Provide opportunities for offenders successfully reintegrate to Indiana communities from the DOC</li> </ul>	<ul style="list-style-type: none"> <li>Number of Re-Entry programs funded with JAG funds</li> <li>Semi-Annual Progress Reports</li> <li>Recidivism rates</li> </ul>
<ul style="list-style-type: none"> <li>Reduction of Disproportionate Minority Contact (DMC) through JDAI expansion efforts</li> </ul>	<ul style="list-style-type: none"> <li>Number of coordinators</li> <li>Number of new alternatives utilized</li> </ul>

The Drug & Crime Control Division requires all JAG subgrantees to submit Quarterly Progress Reports. Specific reports have been created for multi-jurisdictional drug task forces, drug courts, and certain prosecution programs. These programs are required to submit this information as well as the BJA Performance Measurement Tool (PMT). All

reporting requirements are provided in the JAG solicitation released by ICJI and if awarded, all programs will receive a reporting sheet to show the due dates of each required report.

It is the responsibility of the Program Manager to collect and review all reports for accuracy and completeness. The Drug & Crime Control Research Associate will be responsible for the management of the PMT to ensure that all subgrantees have completed their PMT reports each quarter and provide technical assistance when necessary.

## IMPLEMENTATION PLAN

The implementation plan for ICJI is to allocate FY 2012 funds to the priority funding areas through a competitive solicitation. This will allow ICJI to focus funding in areas that will assist the state in achieving its goals and objectives for the next several years. Currently, ICJI requires all JAG subgrantees to submit Quarterly Financial Reports and Quarterly Performance Reports for internal assessment and evaluation. These reports assist the Drug & Crime Control Division in submitting the Annual Report to BJA.

<b>Implementation Task</b>	<b>Person(s) Responsible</b>	<b>Timeline</b>
Submission of FY 2012 JAG Application	Drug & Crime Control Division Director	May 14, 2012
Collect Quarterly Financial and Quarterly Performance Reports and from subgrantees	Grant Manager	1 <sup>st</sup> Quarter – April 20 <sup>th</sup> 2nd Quarter- July 20 <sup>th</sup> 3rd Quarter – October 20 <sup>th</sup> 4th Quarter – December 20 <sup>th</sup> Final – 75 days following close out
Post CY 2013 JAG Solicitation	Drug & Crime Division Director	June 7 , 2012
Provide annual grant trainings to JAG subgrantees	Drug & Crime Control Division Director, Research Associate, Grant Manager	June 2012 & February 2013
Receive CY 2013 Grant Proposals	Grants Manager	July 20, 2012
Score CY 2013 Grant Proposals	Drug & Crime Control Division Director, Grant Manager, Research Manager	July 20, 2012 to August 20, 2012
Present CY 2013 recommendations to ICJI Executive Staff	Drug & Crime Control Division Director	August 24, 2012
Present CY 2013 recommendations to Drug & Crime Control Sub-Committee	Deputy Director, Drug & Crime Control Division Director, Grant Manager	August 31, 2012
Present CY 2013 recommendations to ICJI Board of Trustees	Drug & Crime Control Sub-Committee	September 16, 2012
Notify JAG applicants of award acceptance or denial	Grant Manager	September 20, 2012
Allocate FY 2012 JAG funds	Drug & Crime Control Division Director, Grant Manager	Grant Period- January 1, 2013- December 31, 2013
Perform Desk Reviews and Site Visits	Grant Manager	As stated in ICJI Monitoring Plan